University Of Jordan

Introduction To Management

Thirteen Edition

Chapter 2 :

History of management

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Pixels

Good Luck ❤

اول كلاسة نسكافيه ☕
ماخرش بيسم الله ♡

Subject　　Date　　No.

Chapter 2: history of management thought.

الكلاسيكي → Classical management approaches.
السلوكي → Behavioral management approaches.
الحديث → Modern management approaches.

1 Classical management approaches

الادارة العلمية (a) Scientific Management: emphasizes careful alignment of workers training incentives and supervisory support with job requirements.

* The Scientist → Frederick Taylor
* His book → The principle of Scientific management
لقبه * Often called → Father of scientific management.

الحكي اللي تحت عبارة عن 4 افكار، "افهم فهم" ←

*1 The problem inefficiency and low performance; he believed that this problem could be fixed if workers were taught to do their jobs in the best ways and then were helped and guided by supervisors to always work this way. 2 Taylor goal was improve worker productivity. 3 He use concept of "time study" to ① analyze the motions and tasks required to do job, ② and to develop the most efficient ways to perform that job. 4 He linked these job requirements to both worker training and support from supervisory in the form of precise direction, work assistance, monetary incentives.

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4 مبادئ لتوجيه المدراء

* Four guiding principles to the Scintific management:

تطوير العلم 1- Develop a "science" that include rules of motion, Standardized work implement, and proper working Conditions for every job.

الإختيار بعناية 2- Carefully select workers.

التدريب بعناية 3- Carefully train workers to do the job.

دعم 4- Support workers by carefully planning their jobs.

* Taylor intrest in "motion study" دراسة الحركة

motion study: the science of reducing a task to its basic physical motions.

→ Tow of his contemoraries Frank and Lillian.

مساعدين تايلور

(B) Administrative Principles. المبادئ الإدارية

* The Scientist ⇒ Henri Fayol

* His book "Administration industrielle".

* Fayol identifies five "rule or duties" support the four function (Planning - organizing - leading - controlling).

تنبؤ 1- Foresight ⇒ plan of action for the future.

تنظيم جدول الحركة 2- Organization ⇒ Provide and mobilize resources.

أوامر أعطاء أمر 3- Command ⇒ lead, select, evaluate worker

تنسيق نوزيع الأعمال 4- Coordination ⇒ fit diverse effort, information shared, Problems solved.

تحكم 5- Control ⇒ make sure things happen according to Plan and take necessary corrective action.

تصحيح الحركة

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* Fayol wanted to improve (تحسين) the quality of management and defined a number of "Principles" to help managers.

(سلسلة التدرج) - Scalar chain principle → should be a clear and unbroken line of communication from the top to the bottom of the organization.

(وحدة التسلط) - Unity of Command principle → each person should receive orders from only one boss.

(وحدة التوجيه) - Unity of direction principle → one person should be in charge of all activities that have the same performance objective.

© Bureaucratic (منظمة البيروقراطية) organization: rational and efficient

from of organization founded on → ① logic (منطق), ② order (طلب), ③ legitimate (شرعية), ④ authority (سلطة).

* The Scientist ⇒ Max Weber.

* Weber noticed that employee often held positions of authority not becaus of their capabilities, but because of their "privileged" social status in German.

* Caracteristics (خصائص) of Weber bureaucracy :-

① clear division of labor (وضوح تقسيم العمل) : job defined, workers highly skilled.

② clear hierarchy of authority (وضوح السلطة) : authority and resposability.

③ formal rules and procedurs (قواعد رسمية) : written guidelines, written files are kept for historical record.

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اللاشخصية ④ Impersonality : impartially and uniformly applied

تقييم على الجدارة ⑤ Careers based on merit : worker selected on ability, competency and performance.

*Weber belived use resources more efficiently and treat employee more fairly.

"سلبيات"

*Disadvantages of bureaucracy :-

الورقات المرهقة a. bogged down in excessive paperwork or "red tape".

b. slow in handling problems. البطء في معالجة المشاكل

c. rigid in the face of shifting customer needs.

d. high in resistance to change and employee apathy. اللامبالاة

2 Behavioral management approaches السلوكي

"emphasis on the human side of the work place". الجانب الإنساني

* Organizational behavior : Study of individuals and groups in organization.

ⓐ Organization as Communities

* The Scientist ⇒ Marry parker Follett.

* often called ⇒ Profet of management (لقبوها) رسول

* her book ⇒ Celebration of Writings.

" هادكله مش مهم
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* Follet Principles : "Conterbutions". مساهماتها

- She taught respect for workers experience and Knowledge, warned against the dangers of too much hierarchy and called for visionary leadership.
- Follet thought of organization as "communities" where manager and workers should labor in harmony without one party dominating the order, and with the freedom to talk over and truly reconcile conflicts and differences
- She beleived it was the job of managers to help workers cooperate with one another and to integrated their goals and intrests.
- Follet emphasis on groups and her commitment to human Cooperation are highly relevant themes.
- She belived that making every employee an owner is business would create feelings of collective responsabity.
- Such labels (employee ownership, profit sharing and again sharing.
- She believed that business problems involve a wide variety of factors that must be considered in relationship to one another. "system and contingecy thinking"
- Follet belived that businesses were service organization and that praite profits.
- Lables : managerial ethics, Corporate Social responsability.

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B) The hawthorne Studies

* The Scientist => Harvard Elton Mayo

* lean how economic incentives and work place Conditions affected workers output?; but they Concluded that unforeseen "psychological factor" Some how interfered with their experiments.

* Social Setting and human relation

• The Production was measured as change were made to the length of rest pauses, workdays, and workweeks

• Results showed that productivity increased regardless of the change.

• Resarchers Concluded that the new "social setting" in the test room made workers want to do good job. They shared pleasant social interactions with one-another and received special attention that made them feel important.

• Factors like worke Conditions or wages were found to increase satisfaction for someone workers and dissatisfaction for others.

• Some workers were willing to restrict their output to avoid upsetting the group

• attention to social and human factors to Productivity.

* Lessons of the hawthorne studies.

* Hawthorne effect: tendecy of persons singled out for special attention to perform as expected.

Subject # "اسهل نظرية نظرية تدرج الحاجات .." Date No.

(C) Maslo theory of human needs

* The Scientist ⇒ Araham Maslo

"human needs"

* need : physiological or psychological deficiency that a person feels compelled to satisfy.

* Figure page 32".

* higher order needs

- Self actualization needs "highest Level".
  "self fulfilment to grow, use ability, most Creative.
- Esteem needs
  Esteem in eyes of other, respect, prestige, recognition, self esteem, personal sense, mastery.

* lower order needs

- Social needs
  love - affection - sense of belongingness.
- Safety needs
  security - protection - stability
- Phsiological needs "basic biological maintenance" food, water ..."

الاحتياجات تتدرج من الأدنى إلى الأعلى

~ احفظ الأمثلة كلها
~ و ترتيب الحاجات بالتسلسل.
~ و بأي مستوى (الأعلى/الأدنى).

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* deficit Principle : satisfied need does not motivate behavior
* Progression Principle : need is activated only when the next lower level need is satisfied.

(d) Theory "X" and theory "Y".
* The Scientist => Douglas McGregor
* his book => The human side of enterprise.
* Theory X : People dislike work, lack ambition, act irresponsibly, and prefer to be led.
* Theory Y : People are willing to work, like responsibility, and are self directed and creative.
* self fulfilling Prophecy : person acts in ways that confirm another expectations.
* Manager with theory "X" assumptions tend to act in a very directive, command and control, top down way that give employee little say over their work. These behaviors creat passive, dependent, reluctant subordinates, who tend to do only what they are told to do or required to do.

* Manager with theory "Y" assumptions tend to behave in ways that engage worker, giving them more job involvement, freedom, and responsibility. This creats opportunities for employee to satisfy esteem and self actualization, creating a Positive Self fulfilling.

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(e) Theory of adult Personality

* The Scientist => Chris Argyris.

* his book => Personality and organization.

* Argyris belived that common problems, suchas absenteeism, turnover, pathy, alienation, low morale may be signs of a mismatch, also argued that managers who treat employee as responsible adults will achieve the highest productivity.

3 Modern Management Foundations. "القسم الثاني"

(a) Quantitative analysis and tools. التحليل الكمي

* Analytics : Systematic analysis of large databases to solve problems and make informed decisions. تحليلات

- Linear خطي
- Forcasting توقع
- Supply chain management سلسلة توريد
- Inventory analysis تحليل المخزون
- Opperation resarch بحوث عمليات
- Projects management مشاريع ادارية
- Network models نماذج الشبكة

(b) Organization as system

* System : Collection of interrelated Parts working together. نظام

* Subsystem : Smaller component of a larger system. نظام فرعي

* Open system : interacts with its inviroment and transform resource inputs into outputs. نظام مفتوح

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*Figure page 37".

Organizational network of subsystems

Purchasing and inventory systems

Marketing, sales, and distribution systems

Operations and service management systems

Inputs

Suppliers

Outputs

Customers

Accounting and financial systems

Information and technology systems

(c) Contingency thinking: tries to match management Practices with situational demands.

(d) Quality management
*The Scientist ⇒ W. Edwards Deming.
*Total quality management (TQM): organization wide commitment to continuous improvement Product quality and customer needs.
*Continuous improvement: Involves always Searching for new ways to impra work quality and performance
*ISO certification "International Standard Organization": indicates conformance with a rigorous set of international quality Standards.

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ⓔ Evidence based management : making decision based on hard facts about what really works.

* The Scientist => Scholars Jeffrey Pfeffer and Robert Sutton.

* Criteria for evaluating scientific methods :-

1- A resarch question or problem is clearly identified.

2- One or more hypotheses is stated to describe explanation.

3- The research design provides a good test of the hypotheses.

4- Data are rigorously gathered, analyzed, and interpreted.

5- Hypotheses are accepted or rejected and conclusions made based on the evidence.

وهيك خلصنا .. بعطيكم العافية ..

لا تنسوا كل الأسئلة إلي

بأمن المخص !! ♡

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SELF-TEST 2

Multiple-Choice Questions

1. The assumption that people are complex with widely varying needs is most associated with the __________ management approaches.
   (a) classical
   (b) neoclassical
   (c) behavioral
   (d) modern

2. The father of scientific management is __________.
   (a) Weber
   (b) Taylor
   (c) Mintzberg
   (d) Katz

3. When the registrar of a university deals with students by an identification number rather than a name, which characteristic of bureaucracy is being displayed and what is its intended benefit?
   (a) division of labor, competency
   (b) merit-based careers, productivity
   (c) rules and procedures, efficiency
   (d) impersonality, fairness

4. If an organization was performing poorly and Henri Fayol was called in as a consultant, what would he most likely suggest to improve things?
   (a) Teach managers to better plan and control.
   (b) Teach workers more efficient job methods.
   (c) Promote to management only the most competent workers.
   (d) Find ways to increase corporate social responsibility.

5. One example of how scientific management principles are applied in organizations today would be:
   (a) conducting studies to increase efficiencies in job performance.
   (b) finding alternatives to a bureaucratic structure.
   (c) training managers to better understand worker attitudes.
   (d) focusing managers on teamwork rather than individual jobs.

6. The Hawthorne studies raised awareness of how __________ can be important influences on productivity.
   (a) structures
   (b) human factors
   (c) physical work conditions
   (d) pay and rewards

7. Advice to study a job, carefully train workers to do that job, and link financial incentives to job performance would most likely come from __________.
   (a) scientific management
   (b) contingency management
   (c) Henri Fayol
   (d) Abraham Maslow

8. The highest level in Maslow's hierarchy includes __________ needs.
   (a) safety
   (b) esteem
   (c) self-actualization
   (d) physiological

9. Which management theorist would most agree with the statement "If you treat people as grownups, they will perform that way"?
   (a) Argyris
   (b) Deming
   (c) Weber
   (d) Follet

10. When people perform in a situation as they are expected to, this is sometimes called the __________ effect.
    (a) Hawthorne
    (b) systems
    (c) contingency
    (d) open-systems

11. Resource acquisition and customer satisfaction are important when an organization is viewed as a/an __________.
    (a) bureaucracy
    (b) closed system
    (c) open system
    (d) pyramid

12. The loan-processing department would be considered a __________ of your local bank or credit union.
    (a) subsystem
    (b) closed system
    (c) resource input
    (d) cost center

13. When a manager notices that Sheryl has strong social needs and assigns her a job in customer relations and gives Kwabena lots of praise because of his strong ego needs, the manager is displaying __________.
    (a) systems thinking
    (b) Theory X
    (c) motion study
    (d) contingency thinking

14. Which is the correct match?
    (a) Follet–analytics
    (b) McGregor–motion study
    (c) Deming–quality management
    (d) Maslow–Theory X and Y

15. When managers try to avoid hearsay and make decisions based on solid facts and information, this is known as __________.
    (a) continuous improvement
    (b) evidence-based management
    (c) TQM
    (d) Theory X management